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8 May 1958

CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

PROGRAM FOR LIBRARY CONSULTANTS

MAY 12-14, 1958

I. LOCATION

    Office of the SA/AD/CR - Room 1053 M Building

II. MATERIAL

- Task Team Reports
- Consultants' Survey Report
- Consultants' Working Files
- AHIP Documents
- CRAG Documents
- Status Report on OCR
- Task Team Roster
- OCR Monthly Reports
- Wright Report

III. 1ST. SESSION - MAY 12

    a. AD's Welcome

    b. Outline of Past Year's Developments:

        1. Task Team Organization and Objectives
        2. Establishment of CRAG
        3. CODIAC Aims
        4. Training Library Transfer

    c. Outline of Consultants' Immediate Task

        1. Review of Task Team Reports
        2. Discussion with AD/CR and selected Task Team Chairmen
        3. Agreement on procedure
        4. Mode of reporting reactions to OCR action taken to date

    d. Reading of Task Team Reports

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      *e. Discussion with [   ] on (CORRELATIVE FUNCTIONS)   STA

      *f. Discussion with [   ] on (INFO-CENTER)

IV. 2ND. SESSION - MAY 13

    a. Discussion with [   ]   STA

        (REFERENCE), and [   ] (CODING), as a group.   STA

    b. Discussion with [   ] (CATALOG)   STA

    c. Discussion with [   ] (PUBLICATIONS   STA

        PROCUREMENT), and [   ] (FISCAL POLICY), as a group.   STA

    d. Discussion with [   ] (SELECTION)   STA

    e. Discussion with [   ] (MACHINE USE) and [   ] (MINICARD)   STA

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V. 3RD. SESSION - MAY 14

    a. Discussion with [   ] (CIRCULATION)   STA

   **b. Additional interviews as desired.

    c. Preparation of written comments.

    d. Official Lunch with General Cabell, Mr. Amory and CRAG
       Members. (1300-1400 hrs.)

    e. Oral report to Mr. Amory.

    f. Recapitulation and discussion with AD/CR.

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* Discussions will start when Consultants are ready. Perhaps not
until Tuesday morning. Regular participants will be: Messrs.

[   ]   STA

** Above program does not provide for direct review of the following
Task Team Reports: #13 (Reports), #14 (Training), #15 (Customer
Relations).

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CRAG 12-58
10 May 1958

CENTRAL INTELLIGENCE AGENCY

CENTRAL REFERENCE ADVISORY GROUP

Summary Task Team Evaluations of the Findings of the OCR Library Consultants

1. With your cooperation, during the last few months, task teams made up of personnel from your offices and mine have been engaged in a review of the operations of the CIA Library and related activities. These team efforts have been focused on the recommendations made by the OCR Library Consultants a copy of whose report I sent you some time ago. As you know, I was anxious to proceed in this manner because certain of the proposals made were so basic that their adoption would have reversed a philosophy and approach to intelligence documentation built up over a period of eleven years. I did not feel that the amount of investigation permitted by the relatively limited amount of time available to the Consultants was sufficient to act on their findings alone.

2. The sixteen task teams have now completed their work and have sent me their reports. These are of course the findings of the individual teams and, despite some coordination between groups, they contain some conflicting recommendations which will require reconciliation. Furthermore, they do not necessarily reflect my own views.

3. Attached for your information and, in some cases, future CRAG action, is a recapitulation of the problems posed and the summary findings of the task teams. It is almost impossible to say, but it is my guess that,

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- 2 -

CRAG 12-58
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over-all, the area of agreement between the respective findings, con-clusions and recommendations of the task teams and those of the Con-sultants is somewhere between 50% and 60%. In some cases the findings were validated, but different conclusions or recommendations were arrived at. In other cases, the findings could not be validated, but similar conclusions or recommendations were arrived at.

4. The collection of the reports themselves is quite voluminous. Copies of any or all reports are available to you for retention.

5. Beginning 12 May, I will be meeting with the Library Consultants to get from them their reaction to these findings. On the basis of our discussion, and subsequent discussions with you, I will, with DD/I concurrence, effect those changes most likely to improve your central reference facilities.

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Paul A. Borel
Assistant Director
Central Reference

Attachment
Summary Task Team Findings
TTR-1 through TTR-16

cc: DD/I

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TTR-1

INTELLOFAX

Problem:

To study the Intellofax system in order to determine if:

(1) the encoding of requests is unreliable.

(2) the citations are inadequate.

(3) the system is unsufficiently used.

(4) the same data is given on repeated runs for the same codes.

(5) the service is slow, untrustworthy, and costly.

(6) the older cards are unavailable.

(7) the system requires excessive space.

(8) the system duplicates work done in the other OCR Registers.

(9) the system fails to provide service at as high an intellectual level as is needed for the program of the Agency.

Summary Findings:

About 40% concurrence. Errors in encoding were serious and frequent; citations are inadequate. Widespread use is made of and reliance placed upon the system. The Consultants' findings that the same data does not appear on repeated runs for the same codes was not substantiated, though this may be chance or the result of added attention now given by the staff. System found untrustworthy because of inconsistencies, but slow service was the reason least frequently cited by researchers for lack of use of Intellofax. Older cards were available. The system does not require excessive space. The Consultants confused multiple processing with duplication of processing. It is true that CIA needs are more sophisticated than those of other kinds of organizations, but this point makes comparison with outside reference libraries almost meaningless. Over-all these findings lead the task team to this basic conclusion, which is contrary to that of the Consultants: The present Intellofax system, with certain improvements, should be retained.

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TTR-2

MACHINE USE

Problem:

To study the machine filing and reproduction of IBM index cards
in order to determine if:

(1) machine filing and selection is limited by virtue
of the multiplicity of IBM file decks.

(2) the machine files require excessive space.

(3) machine sorting and refinement is minimal.

(4) fascimile and photostat expediter service can be
obtained at lower cost by use of other processes.

(5) the reproduction ratio in use on the photostat
expeditors should be increased.

Summary Findings:

About 40% agreement with Consultants' findings. Agreed that subject
and area IBM file decks should be reduced in number (subject to 5, area
to 3). Also that the fascimile service can be obtained at lower cost by
using another process, and that, in the case where aperture images are
made of legal size documents, the reproduction given to the customer is
not acceptable. However, use of space by machine files was not found to
be excessive. It is less than that required by a conventional card
catalog if the required browsing space is considered. Photostat expe-
diter service was found relatively economical. Reproductions made
directly from hard copy or from apertures of letter size documents
were found acceptable.

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TTR-3

CODING

Problem:

To study the ISC, and compare the advantages of the present Intello-
fax-aperture card system with the benefits of a recommended printed
bibliography and intact hard copy system; to specifically determine
if:

(1) the ISC cannot be applied uniformly to book and
document coding.

(2) an intact hard copy system would be more economical
of space, provide speedier service, and be less
costly than the present system.

(3) the aperture card system is an inefficient substitute
for an intact hard copy file.

(4) program efficiency will result in having a printed
bibliography instead of the Intellofax system.

(5) the IPI could be expanded to include all documents,
books, periodical articles, and FBIS material.

(6) it is feasible to make photostat copies of single
copy enclosures for Acquisitions Branch customers.

(7) a printed bibliography would be cheap to produce and
would prove timely enough to serve information staff
needs in lieu of Intellofax.

Summary Findings:

About 40% concurrence. Agreed that ISC cannot be applied uniformly
to book and document coding. Adoption of Library of Congress scheme for
books is recommended. While efficiency of program would be improved if
printed bibliography were adopted to supplement Intellofax, such a scheme
could never entirely replace Intellofax. It is feasible to make photo-
stat copies of single copy enclosures for Acquisitions Branch customers,
but costs prohibit photostating all books and all enclosures. An intact
hard copy system would not be more economical of space, provide speedier
service, or be less costly than the present system. The IPI could not
be expanded to include all documents, books, periodical articles and
FBIS material; impractical from sheer size alone. Both a "general"
and a "reasonably detailed and flexible" approach to documents are
needed. Additional reference tools to supplement existing facilities
are therefore recommended: (a) a manual card catalog to documents,
and (b) a printed index to the FBIS.

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TTR-4

SELECTION

Problem:

To study book and document selection criteria and determine the proper location of the selection function in the organizational structure; specifically to determine if:

(1) the Agency staff participates in the selection process.

(2) there is a satisfactory selection policy.

(3) the selection function should be in Acquisitions Branch or in Reference.

Summary Findings:

For all practical purposes, full concurrence in the findings and recommendations of the Consultants. When the survey was made, the Agency staff did not participate in the selection process in a regular, organized manner. Through CRAG, machinery now exists to accomplish the objective. The selection policy is not satisfactory in the sense that there are selection standards and practices for which there is no official endorsement. Written guides are incomplete, and limitations of space and manpower has restricted selection. Selection policy is satisfactory in the sense that selection is oriented to CIA and not IAC interests, and a strong reference and bibliographic collection has been emphasized. The selection function should be in Reference Branch, primarily in order to ensure effective review and selection of materials appropriate to the collections that come into CIA through intelligence document channels.

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TTR-5

ACQUISITION OPERATIONS

Problem:

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To study the Acquisitions Branch work load and production; the con-
tinuance of [   ] and, the utilization of [   ]
specifically to determine if:

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    (1) Acquisitions Branch functions overlap those of Reference
        and Circulation.

    (2) Acquisitions Branch work output is below standard.

    (3) The Domestic Section should be moved to [   ]
        now.

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    (4) distribution and dissemination processes should be
        clearly split and seperately administered.

    (5) [   ]

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    (6) [   ]

Summary Findings:

About 50% concurrence. There is some duplication of function and
duplication of effort by the acquisition, reference, and circulation
activities of the Library. Some of this - such as that involved in the
logging in of periodicals - is unavoidable so long as these activities
are not collocated. On the other hand, the concentration of other
functions - such as the search for bibliographic and purchase data -
can now eliminate some duplication of effort. The basis used by the
Consultants to calculate work output is not considered valid. A more
refined analysis of work output indicates that the Acquisitions Branch
is not below standard. Truly meaningful standards of comparing the
acquisitions activities of libraries, however, do not exist. The
present location of main units of OCR and the location of FDD indicates
that the Domestic Section should not be moved. Short of an over-all
reorganization which would indicate a change, the advantages of
splitting and administering separately the distribution and dissemina-
tion functions are outweighed by the disadvantages. There is need for
a procurement channel [   ] was in essence
reduced in size in the recent reorganization of the Acquisitions
Branch.

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TIR-6

FISCAL POLICY

Problem:

To study all aspects of publications expenditures including the book budget, cash procurement, and fiscal controls; specifically to determine if:

(1) the budget for publications is too low.

(2) the rate of purchase is in any way affected by staff and space limitations.

(3) the budget for expendables and the budget for the main collections should be separate.

(4) the present budget philosophy should be revised.

(5) the fiscal controls and procedures in Acquisitions need changing.

Summary Findings:

While concurrence in this field is apparently only 40%, in reality it is greater. The budget philosophy has already been changed and clarified through CRAG action, and the fiscal controls and procedures in Acquisitions Branch have undergone some change. Further study in this area is planned. Main disagreement is based on differing reasons for arriving at substantially similar answers. For example, the Consultants recommended a [   ] annual budget for the procurement of books and periodicals. This is now the current budget. However, part of this is accounted for by an appreciable rise in procurement costs, and not because we have discovered important gaps in the selection policy which dictates the nature of the library collections. The rate of purchase has not been influenced by staff and space limitations. While expendables and collection items should continue to be covered by the same budget, distinctions can be made in the subsequent accountability for these items.

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CIRCULATION

Problem:

To study work load, production, and service rendered by the Circulation Branch; specifically to determine if:

(1) production is low.

(2) service is slow.

(3) the Branch is over-staffed to do its job.

(4) it is performing functions that should be assigned elsewhere.

Summary Findings:

About 70% concurrence. The Circulation Branch is over-organized and may to some extent be over-staffed, but the latter point cannot be determined precisely until a change of organization has been tried. Production of the Branch as a whole has been low, as has the production of some individuals. The basis of the difficulty has been a deficiency in organization and in the level of some of the personnel assigned in that professional work is being demanded of some clericals. Most types of circulation service is reasonably prompt, but in a few areas service is intolerably slow. There are only limited areas of duplication of effort. A reorganization is under way designed to alleviate these difficulties.

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CATALOGING

Problem:

To study the present card catalogs, cataloging section work loads, and the cost of cataloging; specifically to determine if:

(1) the catalogs are inefficient tools badly kept.

(2) too many cards per title are made.

(3) cataloging costs are abnormally high.

(4) work load is low.

(5) the cataloging staff should be reduced by half.

(6) conventional 3x5 cards can be substituted for IBM cards.

(7) Library of Congress cataloging can be profitably applied to CIA cataloging procedures.

Summary Findings:

With the exception that the cataloging staff be reduced by half, which is based on an apparent mathematical miscalculation, there is virtually full concurrence. The present catalog system is not efficient and has been badly kept; too many catalog cards have been made; catalog costs are high - though not abnormally so; and work load (presumed to mean production per professional cataloger) is low. These conditions, though charged to the Catalog Section by the Consultants, are the result of administrative and policy decisions - or the lack of them - not within the control of the Catalog Section. There is no justification for the continued use of a common system for cataloging books and documents. The Library of Congress system for the cataloging of books, with slight modification, can be profitably adopted if carefully planned.

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TTR-10

REFERENCE

Problem:

To study Reference Branch work load, reference tools, and the techniques of giving information services; specifically to determine if:

(1) service is low compared to number of analysts served.

(2) three fourths of the work is routine.

(3) work is low in quality.

(4) staff is untrained.

(5) reference tools are inferior.

(6) the Information Unit is overstaffed.

(7) the book and periodical collection in Acquisitions should be transferred to Reference.

(8) reference librarians should be used to give customer higher cut of references on a given request.

(9) service to customers can be put on a give minute or less schedule.

Summary Findings:

About 60% concurrence. The quantity or quality of reference service needed by the Agency is not now provided. The present staff is capable of rendering improved service, but there also exist needs for superior service beyond present staff capabilities. The information services offered is rated fair to good, while the directional service is highly satisfactory. Slowness of service was not found to be a serious complaint among users. Calibre of reference service should be raised, but the timing of responses should be a function of the urgency of the question rather than set by arbitrary time standards. Bibliographic service, not widely used in the DD/I area, is on the whole considered by users to be satisfactory or better, but many non-users are critical of it. This service could well be extended to meet existing needs of analysts. The primary need for bibliographic support is less for evaluated bibliographies than for the identification of the many types of reports not recoverable through the Intellofax system such as periodical articles, monographs, government documents, and other fugitive types of information. The reference staff should be reorganized along geographic and functional disciplines, rather than present library-type lines (i.e., selection, bibliographic and intellofax). Improvements in and additions to the reference collection are needed; the skills of the reference librarians need to be supplemented in economics, natural sciences, the Slavic and Chinese languages, and by an increased awareness of the research program of the major producing offices.

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INFORMATION CENTER

Problem:

To weigh the advantages and disadvantages of the single information center concept; specifically to determine if:

(1) it is feasible to create a single point for OCR customer service.

(2) short term requests can be accommodated at the single point without further referral.

(3) a pilot approach could be made in advance of the big move.

(4) and how the single point idea should be organized.

Summary Findings:

With some redefinition of terms, the objective and the general concept of the Consultants are concurred in. A central information unit, as distinguished from a single information unit, should be established within the Library, using the present Reference Branch as a nucleus. This unit should be clearly identified as the place where (a) initial contacts for OCR reference service may be made; (b) information will be available regarding capabilities of other OCR reference facilities; (c) short-term inquiries of a general reference nature may be answered by the use of orthodox library tools; (d) basic reference materials will be available; (e) bibliographies (including requests for Intellofax runs) will be prepared; and (f) the other reference functions performed in the Library will be available. Transfers to this unit of reference functions now performed by other units (e.g. Circulation Branch, Acquisition Branch, Document Division) be made. That space for reference purposes be provided in each of the Registers, the Map Library, and FDD. These components in turn to be in close proximity to each other and to the central information unit.

TTR-12

MINICARD

Problem:

To devise a plan for installing a pilot OCR MINICARD system
for coding, storage, and retrieval of IAC produced documents;
specifically to determine if:

(1) OCR should have a continuing high level planning
and management staff to investigate new ideas.

(2) MINICARD offers advantages over Intellofax.

(3) the MINICARD pilot operation has been satisfactorily
planned (and to develop a current plan).

Summary Findings:

The "intellectual level" of an indexing-retrieval system whether
it be manual, Intellofax, Minicard or any other, is determined by docu-
ment selection, the classification code and its application, rather
than by the equipment used. Given the same input as Intellofax,
Minicard will give more selective search results and greater choice
of form of end product with less elapsed time. Minicard equipment
can be used to advantage for part of the storage and retrieval job,
and it can also solve many of the urgent problems of speed and
quality of service. Much planning, coordinating, testing and
experimentation must be undertaken to determine the areas in which
this tool can be used effectively. A complete systems study should
be made, and a special staff will be required to do this (OCR has
established the staff proposed in the presentation made to the
Project Review Board in April, 1955; equipment deliveries are
running two years behind schedule).

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TTR-13

REPORTS

Problem:

To study the OCR operational reporting program; specifically to determine if:

(1) Too much time is spent keeping unnecessary records.

(2) Present monthly reports can be revised in order better to reflect information of especial value to management.

(3) An annual (or semi-annual) report can be devised as an integral part of OCR's report system, which report would be of value to top Agency management as well as to supervisors within OCR.

Summary Findings:

Virtual agreement. There can be argument as to what records were kept which were also unnecessary, but full agreement that the monthly reports used at the time of the survey could be revised in order to better reflect information of especial value to management. A new system has in fact been designed and its adoption by OCR divisions is now largely complete. Its installation in the Library has been deferred pending organizational changes. An annual report is planned along the lines of the recently published OCR Status Report (March 1958).

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TIR-14

TRAINING

Problem:

To study the training policies of OCR and OTR; specifically to determine if:

(1) Professional employees of OCR should be given the same training program, particularly in introductory courses, as are the analysts in producing offices in the Agency.

(2) A training program can be devised which will enable the professional staff of OCR to give a higher level of reference service to users of OCR facilities from the intelligence community.

Summary Findings:

General concurrence. Professional employees of OCR should continue to receive the same training in courses having common application as analysts from ORR and OSI. (Of the three offices, OCR has had the highest percentage of professional participation in area studies and research methods. OCR over-all professional training, internal and external, compares favorably with that undertaken by ORR.) But raising the level of OCR reference service involves more than a question of training. For training beyond that appropriate to the individual's grade will result in a transfer to another job of higher grade, rather than in a sustained higher level of service at the same grade. The OCR training program should be tailored to the specific needs of the individual within the general requirements of the Division in which he works.

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CUSTOMER RELATIONS

Problem:

    To study means whereby OCR can get adequate guidance for its operations from customer offices; specifically to determine if:

        (1) A Library Committee composed of representatives of all the components of the Agency should be created to serve in an advisory capacity to the Assistant Director/OCR and as a channel of communication to the Agency.

        (2) A program should be developed to bring together the analyst and the Reference Staff so that the Reference Staff may be aware as much as possible of what intelligence reports and programs are under way so that the staff might give a higher level reference service and be prepared to call to the attention of the analyst pertinent periodical articles, intelligence reports, books, documents, etc., which is a normal special library technique and service.

Summary Findings:

    Full concurrence. An important aspect has already been implemented. In lieu of the Library Committee recommended by the Consultants, a Central Reference Advisory Group (CRAG) was formed and has been operating since 7 January 1958. This group - which consists of AD/RR, AD/SI, AD/BI, Chief of Foreign Intelligence - advises AD/CR on problems concerning all activities in OCR including the Library. A program should be developed to establish closer rapport between research analysts and reference personnel; it should include briefings and tours of OCR facilities, and the preparation for publication and wide distribution of a handbook explaining OCR services and facilities. (Note: Such a program is now well under way.)

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TTR-16

CORRELATIVE FUNCTIONS

<u>Problem:</u>

To study the feasibility and desirability of regrouping within OCR certain reference-type functions now the responsibility of other Offices; specifically to determine if:

(1) The Map Library, ORR, should be transferred to OCR.

(2) The Foreign Document Division, OO, should be transferred to OCR.

(3) The Office of Training Library should be transferred to OCR.

(4) The Historical Intelligence Collection should be transferred to OCR.

(5) Such transfers are essential to preserve the "central reference" concept.

(6) Timing of transfer is an important element, assuming transfer.

<u>Summary Findings:</u>

The task team by and large dissents from the recommendations of the Consultants. It was recommended that FDD not be transferred to OCR on the grounds that FDD is not a reference service. The Map Library, while recognized as a reference service, should remain in ORR because of the interrelationships of the Map Library and other activities of the Geographic Area of ORR. It is not essential that the several organizations with a reference capability have common administrative control for them to participate effectively in an integrated program for reference services. The Office of Training Library has already been transferred to OCR. The transfer of the Historical Intelligence Collection awaits action on the IG report on O/DDI. Additionally, the task team has proposed highly trained research and reference personnel for staffing a central reference unit, an independent OCR capability for first-echelon linguistic service, and an integrated program for all reference functions of the Agency.

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Tab A

Minicard Equipment on Hand and Scheduled for Delivery

A. OCR Document Installation

	Number of Items	
	Received	Scheduled for Delivery
Minicard Camera	2	--
Film Processor	1	--
Inspector Viewer	1	--
Film Cutter	1	--
Film Lubricator	1	--
Analysis Viewer	3	--
Desk Viewer	4	--
Flexowriter and IBM 024 Key Punch Combination	2	--
Flexowriter	2	--
File Cabinet	2	--
File Block	1	various
Sticks, Transfer Trays and Other Handling Equipment	various	various
Duplicator	--	1 June
Selector	--	1 June
Sorter	--	1 June
Enlarger-Print Processor	--	1 June

B. Project HTAUTOMAT Installation

|	Number of Items	
	Received	Scheduled for Delivery
Minicard P.I. Camera (Aerial Film)	1	--
Minicard Processor	1	--
Minicard Film Lubricator	1	--
Minicard Mask Printer	1	--
Minicard Film Cutter	1	--
Minicard Inspection Viewer	1	--
Minicard Transfer Tray	1	--
Aerial Photo Viewer	4	--
Minicard Long Sticks	various	--
Minicard Short Sticks	various	--
Minicard SIS Camera (Opaque Materials)	--	1 July
10:1 Adapter for SIS Camera	--	1 July
Reflex Copy Illumination Adapter for P.I. Camera	--	1 July
Selector	--	1 December
Sorter	--	1 December
Duplicator	--	1 December

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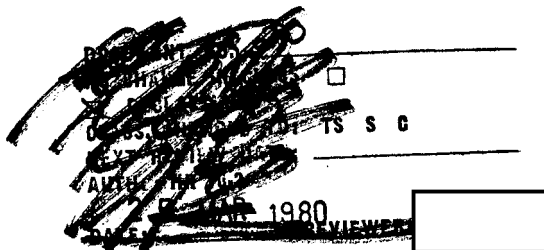
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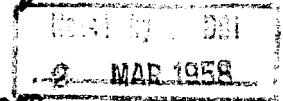
20 February 1958

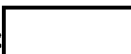MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT : Library of Congress Press Release

    Attached for your information is an advance copy of a Library of Congress press release which will be issued in a few days.

Paul A. Borel
Assistant Director
Central Reference

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